

"LEADERSHIP AND LEARNING ARE INDISPENSABLE TO EACH OTHER."

John F. Kennedy

Today, the leaders—the trustees, directors, and senior staff—of the non-profit sector are being called upon to answer an ever-increasing number of questions: Are the organization's mission and strategy relevant to the world today? How do you build and manage an effective board? Who really should run the organization—the board or the staff? How do you define the role of the chairman vis-à-vis the executive director and senior staff? What are the board's responsibilities for program effectiveness, fundraising costs, and administrative expenses?

What are their fiscal responsibilities for accounting and audit functions? What should the board do to help raise funds? To what extent can—and should—advertising and public relations augment fundraising efforts and build program support? Where are board members personally liable for the actions of their organizations and what can they do to protect themselves?

To help provide answers to these and other questions, the Volunteer Consulting Group is holding its third annual Non-Profit Leadership Seminar Series this spring. A group of the most capable and experienced non-profit directors and executives will tell you what worked for them and what didn't. They will review the problems and issues of today and tell you what they are coming up in the future. There will be ample opportunity to ask questions and to discuss the issues that are important to you. You will find complete details on the seminar series, including the names of the moderators and panelists, inside this brochure.

THE 1985 NON-PROFIT LEADERSHIP SEMINAR SERIES

The skills and knowledge that are demanded of the leader of a non-profit organization are, for the most part, ones that must be learned from experience.

The Non-Profit Leadership Seminar Series was founded by the Volunteer Consulting Group to provide a forum where trainers, directors, and executive directors of the non-profit sector could learn from each other, explore common issues, and plan for the future.

The third annual series will be held this spring in Connecticut, New Jersey and New York. It will consist of fourteen seminars covering a wide range of subjects from fundraising to personnel, from advertising to building a better board. It is the one time of the year when you can meet with your peers, share your experience and theirs, and discuss the challenges of today and the opportunities of tomorrow.

We look forward to your participation in these seminars.

Brooks M. Mahoney

Executive Director, Volunteer Consulting Group

The Volunteer Consulting Group gratefully acknowledges the following major contributions to its program of staff development:

Arnold and Company Foundation, Inc., Capital Area Organizations, Inc., Eason Corporation/General Electric Foundation, Chrysler New York Fund/United Way, William Randolph Hearst Foundation, Morgan Guaranty Trust Company of New York, National Endowment for the Arts, The New York Community Trust, New York State Council on the Arts, The UPS Foundation, U.S. Department of Health and Human Services.

The Volunteer Consulting Group appreciates the additional support of:

American Express Company Foundation, Inc., ART, New Products Foundation, Inc., Bankers Trust Company, Bancruptible, United Motors Company, The Chase National Bank, P.A., Connecticut, P.A., Citicorp Venture Capital Foundation, Inc., Connecticut School Boards of New York, The Council on the Management of the Arts, Foundation for the Performing Arts, Grant Foundation, Inc., IBM Corporation, Manufacturers Export Corporation, Mass Foundation, New York Builders Company, New York State Company Foundation, Inc., Hughes & Walker, Elliot Inc., The Professional Foundation, Service Foundation, Inc., TIME Incorporated.

Special thanks are due to the New York Telephone Company for their contribution of telephone answering services for all of the working sessions for these seminars.

PROGRAM NEW YORK

1. FORMULATING MISSION AND STRATEGY: ROLE OF THE BOARD

A successful not-for-profit board must prepare and agree upon a precise written statement of the organization's mission for... its purpose and goals... and must formulate a comprehensive strategy for direction and action. This seminar will define and demonstrate the process of goal setting and planning and will discuss the role of the board in formulating and monitoring implementation. Topics will include assessment of future needs, allocation of administrative resources, environmental and competitive analysis, and selection of strategic directions.

MODERATOR:

Lee C. MacMillan
Executive Director, Center for Nonprofit Studies
New York University, Graduate School of Business

DISCUSSION LEADERS:

Raymond Long
President
City of Providence
Proctor Executive Institute
Westford, N.H.

Bob Williams

Management Consultant

Date: Tuesday, May 7, 1990
Time: 9:00 A.M. to 1:00 P.M., including lunch
Locations: American Express Company
123 Street Union
Learning Resources Conference Room 4
Price: \$50

3. WHAT EVERY BOARD MEMBER SHOULD KNOW ABOUT THE LAW

Presented by THE COUNCIL OF NEW YORK LAW ASSOCIATION

Did you know that you could be held personally and financially responsible if your organization fails to pay withholding taxes to the federal government? That lack of familiarity with governing documents or major contracts can place you and your organization in jeopardy? This seminar outlines your basic financial and legal responsibilities, discusses liability insurance for board members, and tells you what you need to know to protect yourself, your organization and the tax-free status.

DISCUSSION LEADERS:

Barbara A. Scherer
Executive Director
The Council of New York Law Association

John P. Debeck, Esq.
Senior Partner
Fleishman, Aldrich & Williams

Date: Tuesday, May 7, 1990
Time: 9:00 P.M. to 1:00 P.M., with refreshments
Locations: Ogilvy & Mather
27 East 43rd Street
Price: \$50

3. SOLVING TODAY'S TOUGH PERSONNEL PROBLEMS

Today, non-profit employees are seeking wages, fringe benefits and job security comparable to the private sector. With 70% of the average non-profit budget already going for salaries and benefits, that is an area of major concern for the board. This seminar discusses the role of the board in developing and monitoring personnel policies as well as wage and salary strategies and plans. It will also cover recent legal decisions governing personnel management and the role of the board in investigating the executive director.

MODERATOR:

Raymond J. Krawiec
Executive Director, Human Agency Network
Council for New York Nonprofit and the
Human Resources Institute
Rutgers College, Newark, New Jersey

DISCUSSION LEADERS:

Charles Fanning, Esq.
Partner
Williams, Nyman, Rosenthal & Roberts
National Headquarters in New York City and

William R. Gould, Jr.
Executive Director
National Institute of State Health, Inc.
Manhasset, New York City and Long

Date: Wednesday, May 8, 1990
Time: 9:00 A.M. to 1:00 P.M., including lunch
Locations: Irving Trust Company
140 Park Avenue - Lobby Level
Seaside Board Room
Price: \$50

4. THE DIRECTOR'S PAINLESS GUIDE TO FINANCE AND AUDIT

Many board members - old hands as well as new ones - are not fully aware of what is expected of them in managing the financial side of a not-for-profit organization. This seminar presents an overview of the board's actual responsibilities, including oversight of operating statements, internal controls, administrative management, financial policy, and accounting functions. In addition, the role of the board in setting the nature of record will be reviewed.

NOTE: FOR BOARD MEMBERS OF ORGANIZATIONS OFFERING PUBLIC USE OF SERVICES.

MODERATOR:

Frederick B. Pappas
Adjunct Professor of Finance, Graduate School of Business,
Columbia University

DISCUSSION LEADERS:

Edward A. Davis
Executive Director
Council of New York Nonprofit and the
Human Resources Institute
City office, 140 Park Avenue, Manhattan

Seam Cohen

Partner
Weiss, Raskin & Co.
Specializing in Nonprofit Accounting Matters
Private Board Practice, Inc.

Date: Thursday, May 10, 1990
Time: 9:00 A.M. to 1:00 P.M., including lunch
Locations: Metropolitan Life Insurance Company
11 Madison Avenue
Manhattan Hall
Price: \$50

5. WHAT'S HAPPENING TO BOARD-STAFF RELATIONSHIPS?

What are the changes that are occurring today in the relationship between the board and the staff? What can be expected five years from now? Are boards becoming more powerful and more involved? Or has the growth of professionalism at the staff level given them autonomy over the board? Which group, if any, are the natural leaders of the board? Of the staff? How similar are these two groups and changing relationship will be vital to the well-being of the non-profit organization.

MODERATOR:

David Koenigs, Jr.
President
Executive Board Association
Executive of the Board, International Inc.

DISCUSSION LEADERS:

Arwing B. Meigs
Senior Partner, Office
Executive Management Associates
New York, New York Regional Association of Executives

Donald L. Miller

Vice President, Executive Relations
Executive Board, Executive of New York, Inc.
Executive of the Board, Associated Bank-Children

George S. Koenigs

Executive Vice President, Community Foundations Relations
New York, New York Company

Date: Thursday, May 9, 1980
Time: 2:00 P.M. to 5:00 P.M., with refreshments
Location: Hudson River Company
380 Park Avenue
First Floor Conference Room
Phone: 502

6. CORPORATE GIVING IN THE '80s

Are corporate philanthropists changing their ideas as to who should receive funds and how much they should give? In this seminar, three panelists with experience in making philanthropic policy and setting priorities tell you how their individual programs come about and what they see ahead for the next five years.

MODERATOR:

Arthur Weiss
Vice Chairman
Executive, Group B Unit
Member of the Board, National Operating Group, Inc.

DISCUSSION LEADERS:

Alan Pines
Vice President, Public Affairs
The Foundation Center's company relations
Corporate Affairs, General Electric, Manufacturing sector

Sally Seaton

Executive, Executive Vice President
Senior Vice President, Community Relations
The New York Company

Date: Monday, May 12, 1980
Time: 7:00 P.M. to 9:00 P.M., including lunch
Location: 380 Park Avenue
Conference Room "C", 380 Park
Phone: 502

7. FUNDRAISING: THE ROLE OF THE BOARD

Effective fundraising starts with the board. This seminar will explore: developing and monitoring an annual fundraising plan; defining and integrating board and staff responsibilities; strategies for approaching private and public funding sources; examining the role of fundraising; the importance of a clear statement of the organization's mission; where to seek outside counsel; and what level of financial support and involvement should be expected from board members.

MODERATOR:

Robert L. Gale
President
Association of Developing Boards of Charities and Foundations

DISCUSSION LEADERS:

Billy Conway
Vice President, St. Vincent's Services, Inc.
Executive, National Development Foundation Chairman
Office: New York, New York

Richard S. Clarke

President, National Association of
Executive, Chairman of the Board, State University of New York, Inc.

Dr. M. J. Greenstein, Jr.

Senior Vice President, The Board of the New York State
Chairman of the Board, The American Music Theatre

Stephen S. Foxman

Executive, Community Relations, Inc.
Chairman of the Board, The American Music Theatre

Date: Monday, May 13, 1980
Time: 7:00 P.M. to 9:00 P.M., with refreshments
Location: 380 Park Avenue
Conference Room "C", 380 Park
Phone: 502

8. THREE BOARD CHAIRMEN'S SECRETS OF SUCCESS

The position of board chairman or president is one of the most demanding roles there is in a non-profit organization, yet to get the most out of it, it requires leadership, diplomacy, the ability to judge people, and considerable knowledge of the organization, its staff, its policies, its politics, and its programs. In this seminar, three highly experienced and successful board chairmen explore various management systems and practices as well as current issues of board and staff management which are essential for change and growth.

NOTE: CHAIRMAN PRESIDENTIAL AND EXECUTIVE DIRECTORS ARE ENCOURAGED TO ATTEND TOGETHER.

MODERATOR:

Thomas F. Freeman
President, National Association of Regional Programs Directors
Executive of the Board, National Operating Group, Inc.
Executive, General Electric, Manufacturing sector

DISCUSSION LEADERS:

Henry Lachin Blum
Chairman of the Board
New York State Council on the Arts

David S. Shapiro

President, National Association of
Chairman of the Board, National Operating Group, Inc.
Executive, General Electric, Manufacturing sector

James D. Wolfenbarger

President, National Association of
Chairman of the Board, National Operating Group, Inc.

Date: Tuesday, May 14, 1980
Time: 7:00 P.M. to 9:00 P.M., including lunch
Location: 380 Park Avenue
Conference Room "C", 380 Park
Phone: 502

9. THE ESSENTIALS OF SUCCESSFUL LEADERSHIP

Conference
 Board for Industry and Organizations Development
 CREATING NEW BOARD ENTHUSIASTIC NEW

What every board and senior staff member should know about understanding the purpose and goals of the organization, making and implementing policy, appraising executive performance, personnel and management responsibilities, planning for the future, liability insurance for directors, community and public relations, finance and audit, and the role of the trustee in leadership.

NOTE: WORKSHOPS ARE AVAILABLE FOR THE GENERAL PUBLIC THROUGH THE COOPERATION OF THE CREATIVE NEW YORK FUND. FOR INFORMATION CALL THE FOLLOWING CONSULTING GROUP: (212) 669-4000.

DISCUSSION LEADERS:
 Laurence H. Frenkel
 President, Executive Director
 Creative New York Fund/Creative New
 York Foundation Development
 Department of Social Justice, City of New York

Panel: G. Weintraub
 Chairman, Executive Committee
 Spring Industries, Inc.
 Director, New York City of Finance

Myron S. McLaughlin
 President/CEO
 New York State Community Trust

Date: Thursday, May 10, 1990
Time: 9:30 A.M. to 1:00 P.M., including lunch
Location: Marjorie Hays Miller Building
 300 West 125th Street
Price: \$10

10. HOW TO WORK SUCCESSFULLY WITH YOUR BOARD: For Executive Directors Only

This seminar focuses on the unique management problems that face executive directors in their task of guiding a group of individuals to whom they also report. Three very successful non-profit managers share their "secrets," pointing out how style and experience can often make the difference between success and failure and outlining techniques that have worked for them.

MODERATOR:
 Thomas P. Donaghy
 President, Director of Board's Capital Programs Director
 National Social Policy Management
 Columbia University Graduate School of Business

DISCUSSION LEADERS:

Donald P. Carver
 President/CEO
 Green City, Inc.
 First President, United Way Committee of Manhattan

Carol Judith Tenenby
 Executive Director
 President, Board, Neighborhood Center
 Director, Board of Directors
 Executive Vice President and Secretary

Robyn Carwood
 President
 2000 Action for the Performing Arts, Inc.

Date: Monday, May 14, 1990
Time: 9:30 A.M. to 1:00 P.M., including lunch
Location: Juan Francisco, Inc.
 3 West 175th Street
 Southtown—10th Floor
Price: \$10

11. HOW TO WIN FRIENDS AND INFLUENCE CONTRIBUTORS: A Board Member's Guide to Advertising and Public Relations

Conference
 PUBLIC RELATIONS PUBLIC RELATIONS, INC.

Three panelists with a wealth of experience in the non-profit area will provide you with the advertising and public relations to leverage fundraising activities and build support for an organization's programs. They will cover: what advertising and PR can—and cannot—do; how to develop a marketing plan; use of market research; newspaper, magazine, and broadcast publicity; and direct mail.

MODERATOR:
 Nicholas Bodd
 Senior Vice President, Management Services
 Service to the Arts, Inc.

DISCUSSION LEADERS:
 Margaret Bodd
 President
 Public Relations Public Relations, Inc.

William E. Phillips
 Managing Director/Executive Officer
 Agency Relations

James Mayhew
 Corporate Director
 New Resources Management, Inc.

Date: Tuesday, May 15, 1990
Time: 1:30 P.M. to 5:00 P.M., with refreshments
Location: Chase Manhattan Bank, N.Y.
 300 West 170th Street, Ground Floor
Price: \$10

12. HOW TO BUILD AND MANAGE A BETTER BOARD

Cosponsors:
CALADIA INTERNATIONAL CORPORATION
STAMFORD COMMUNITY WITH VOICES

The success of an organization depends not only on the quality of its board members, but also on how well the board is managed. This seminar explores the relationship between the two, showing how each depends upon the other to be truly effective. It presents techniques for ensuring that the board keeps up with the times and prepares for the future. Topics covered will include: monitoring board effectiveness; defining what is needed at the board level and writing job descriptions for board members; recruiting and integrating new members; the role of the staff in effective board management and board-staff relationships.

MODERATOR:

Frederick Paul Dittaglin
Executive Director, CALADIA International Today Trusts—
Programs for Non-Profit Organizations, Yale University

DISCUSSION LEADERS:

Paul B. Rogers
President, Public Affairs, Inc.
President of the Board, Stamford Police/City
Chairman, Stamford Economic Council
West Hill Company, Inc.

Making Mistakes:

Samuel Goldstein, *Department of Continuing Education*
School of Management and Management, Yale University
Former President, Connecticut, State Bar Association

Robert Brown

Executive Director, Development
Area of Connecticut, Connecticut
Member of the Board, United Way of Connecticut, Connecticut

Date: Thursday, May 26, 1988
Time: 9:30 A.M. to 1:00 P.M., including lunch
Location: Caladia International Corporation
One Chautauque Place, Stamford, Connecticut
Phone: 800

13. FUNDRAISING: THE ROLE OF THE BOARD

Cosponsors:
THE REEDSPORT AREA FOUNDATION
GENERAL ELECTRIC COMPANY

Effective fundraising starts with the board. This seminar will explore—developing and monitoring an annual fundraising plan; defining and integrating board and staff responsibilities; strategies for approaching private and public funding sources; assessing the cost of fundraising; the importance of a clear statement of the organization's mission; when to use outside consultants; and what level of financial support and involvement should be expected from board members.

MODERATOR:

Madeline Lee
Executive Director, New York Foundation
Member of the Board, Connecticut Association Fund

DISCUSSION LEADERS:

Paul Rogers
Executive Director, Community Services Foundation
Trustee, Connecticut Service Society

Sam Paul Rosenburg
Executive Director, Connecticut Service Society
Trustee, Stamford School for the Deaf

Robert Levine
Director, State Bar Association
National Association of Attorneys

Date: Tuesday, June 7, 1988
Time: 10:00 to 1:00 P.M., including lunch
Location: General Electric Company
230 Boston Avenue - Building 28 B.2
Stamford, Connecticut
Phone: 800

NEW JERSEY

14. BOARD... CHAIRMAN... AND EXECUTIVE DIRECTOR: Working together or at odds?

Cosponsors:
PRINCETAL INSURANCE COMPANY OF AMERICA
CENTER FOR NON-PROFIT ORGANIZATIONS
THE BOARD MEMBER SOCIETY OF
NEW JERSEY, INC.

Relating the talents, responsibilities, and personalities of board members, the chairman, and the executive director can prove to be one of the most demanding challenges facing non-profit organizations. Three board members who have led their organizations to the successful pursuit of this objective will evaluate the roles of the chairman, board officers and members, and the executive director, board-staff relationships, board revitalization, constituency relations, and general board productivity issues.

MODERATOR:

Richard B. Blumenthal
President
Executive Vice President of Management
Ralph University
Chairman, Princeton University, Trust for Princeton

DISCUSSION LEADERS:

Frank M. Rao
Trust Executive Vice President
Trusts Department, American
Committee to Assist Prisoners of New Jersey

William G. MacFarland

President
Past President
Former Chairman of the Board of Directors
Trusts Department, American

Robert P. Miller

Trust Executive Vice President
The Trust for Prisoners of New Jersey
Former Vice President, New Jersey Prisoners of New Jersey

Date: Wednesday May 12, 1988
Time: 9:30 A.M. to 1:00 P.M., including lunch
Location: Princeton Insurance Company of America
Princeton Place
Newark, New Jersey
Phone: 800

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Thomas P. Fawcett, *Executive Director for Non-Profit Management*, Columbia University, says these successful board leaders to explore what it takes—and what it takes—in their own words to lead.

John C. Blumenthal, *Executive Director*, Center for Non-Profit Organizations, says that under the direction of his board, the organization has been able to achieve its goals.

Alan G. Blumenthal, *Executive Director*, New York State Convention for the Deaf, says that his board has been able to achieve its goals.

Richard V. Clarke, *President*, Richard Clarke Associates, Inc., says that his board has been able to achieve its goals.

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Please list each registrant separately below. If there are more than three registrants, please list the required information on separate sheets of paper or photocopies of this form.

Seminars Fees: There is a \$30 fee for each seminar admission. This includes entrance-eligible registrants only.

Special discounts: Any previous or upcoming registrant paying for three or more seminar admissions with this form may deduct 25% from the total registration fee.

Refund policy: Refunds - see the \$5 registration fee for each seminar admission - are available only up to two weeks before each seminar.

Make check payable to: Volunteer Counseling Group for the "BOARD-TOTAL" Refund option and mail to: Volunteer Counseling Group, 34 West 40 Street, New York, NY 10018 (212) 666-0800

Seminar Number	Seminar Title
1	FORMULATING MISSION AND STRATEGY: ROLE OF THE BOARD
2	WHAT EVERY BOARD MEMBER SHOULD KNOW ABOUT THE LAW
3	SELECTING TODAY'S TOP-TEN PERSONNEL: PROBLEMS
4	THE DIRECTOR'S PAINLESS GUIDE TO FINANCE AND BUDGET
5	WHAT'S HAPPENING TO BOARD-STAFF RELATIONSHIPS?
6	CORPORATE GIVING IN THE 80s
7	PURCHASING: THE ROLE OF THE BOARD
8	THREE BOARD CHAIRMAN'S SECRETS OF SUCCESS
9	THE ESSENTIALS OF SUCCESSFUL LEADERSHIP
10	HOW TO WORK SUCCESSFULLY WITH YOUR BOARD For Executive Directors Only
11	HOW TO WIN FRIENDS AND INFLUENCE COOPERATION
12/13	HOW TO BUILD AND MANAGE A BETTER BOARD
14/15	PURCHASING: THE ROLE OF THE BOARD
16/17	BOARD . . . CHAIRMAN . . . AND EXECUTIVE DIRECTOR: Working together for the better

11/16 **BIOPICHEL: "The Role of the Board Chairman or President"**

THE 1988 NON-PROFIT LEADERSHIP SEMINARS SERIES

VOLUNTEER COUNSELING GROUP INC., 34 WEST 40 STREET, NEW YORK, NY 10018 (212) 666-0800

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Board Accommodations: The Chairman's Center, affiliated with the 1988 Seminar Series, is offering to subsidize a room for one night for a single room (maximum 10 nights). To qualify, you must make a commitment to attend at least 10 of the seminars, by paying \$20,000.00 New York and surrounding counties in attending the Volunteer Counseling Group Seminar Series.

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THE HONOR ROLL OF NON-PROFIT LEADERSHIP

The Wisconsin Consulting Group wishes to express its thanks to the following persons and practitioners whose profit, leadership and governance for their assistance in creating and guiding the Non Profit Leadership Seminar Series. Their knowledge, experience and participation have been responsible for the continuing success of this valuable educational forum.

Clayton P. Alderfer

Professor of Organization and Management
and University Director of Organization and Management

Arthur M. Barrow

President
New York Urban League

Fran Barrow

Executive Director
Community Resources Institute

James R. W. Bellowsman

Program Director
Wisconsin Consulting Group, Inc.

Norman G. Berenson

Professor and Director, Masters Degree Program
in Accounting, Business and Economics
New York University Graduate School of Business

James Berney

Executive Director
New National Management, Inc.

Margaret Beale

President
Public Resource Public Institute

Warren Bensen

McCauley & Company

William H. Bensen

Executive Director, Development
CIBI, Inc.

Barry Berman

Executive, Community Development
State of Wisconsin, Department

Frances Carling Bay

Owner
Marketing Services, Portland, Maine

Donald F. Cavanis

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Richard Clarke Associates, Inc.

Patricia M. Clift

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Benson & Clift

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Robin David Cohen

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International New York Conference Council
on Jewish History

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Rita Coopers

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Dr. Patricia Barrow, Inc.

Alfred E. Condit

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Association of County Foundation

John W. Cooney

President
Arthur Young & Associates

G. R. Davidson, Jr.

Executive Director
New York Urban League

Paul DeMaggio

Executive and Director, Association for Social
and Policy Studies
New University Program of New York Organization

Henry D. Dixon

Executive Director
New York Urban League

James D. Edwards

Executive Director
Sports Management Institute of New York

Joseph Ewing

Executive Director, Community Relations and Public Affairs
Borough of New York County of New York

Thomas F. Fennell

Executive and Director, Master's Degree Program
in Education
Columbia University Graduate School of Education

Julius F. Fennell

Executive Director
New York Urban League

Barbara D. Fisher

Executive Director, Program
Corporate Community of New York

Barbara D. Fisher

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Corporate Community of New York

Lawrence S. Fink

Executive Director, Program
Corporate Community of New York

Robert L. Gale

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Institute of Community Studies of New York

William E. Gault, Jr.

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Patricia G. Green

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Barry Green

Executive Director
New York Urban League

Ruby Grubbs

Executive Director
New York Urban League

David C. Halperin

Executive Director
New York Urban League

James H. Harris

Executive Director, Program Development Services
Department of Health and Human Services

Reginald H. Henderson

Executive Director, Program Development Services
Department of Health and Human Services

Francis S. M. Heston

Executive Director
New York Urban League

James H. Higgins

Executive Director
New York Urban League

Barry Higgins

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New York Urban League

William H. Hines

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New York Urban League

George H. Hines

Executive Director, Program Development Services
New York Urban League

Paul H. Hines

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United Nations

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Frederick B. Poteroy

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